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## **SCENARIO APPROACH TO DEVELOP MACHINE-BUILDING ENTERPRISE'S STRATEGY**

Machine-building enterprises are such subject of market economy, which provides the certain level of public production and riches in a country, in dependence on the state of material production, scientific-technical progress and service.

In the same time, in the process of its co-operating with changeable external, and hereupon, by an internal environment, functioning of enterprise is subject to the risk of his influence. The personal touch of the modern stage of development of world economy is her high dynamic and high speed of process of forming of market relations. Therefore the far of domestic machine-building enterprises at the terms of financial crisis educed the unreadiness to react on such changes and confidently to adapt oneself to them in an external and internal environment.

During the last years maintenance of competitive activity changed and the that subject of management, that creates competitive potential, finds out potential of any value, generates unique ideas and knowledge that can interest the future consumers of his products. For reduction or prevention of risk of acceptance of administrative decisions the enterprises must find out those that

influence on its activity, find out the possible level of risk and methods of his calculation [1, p. 38].

Therefore, in the context of globalization and integration into the European Union, there is an increased need for anticipating alternative options for the development strategy of domestic enterprises. Solving this problem is possible by using the scenario method for prediction.

Forecasting based on scenarios is a combination of the chosen development strategy and the study of the future state of the research object.

Using the scenario approach in forecasting is relevant in a changing competitive environment, which currently domestic machine-building enterprises operate.

General methodological aspects of the method of scenarios and scenario forecasting are presented in works [2-3]. But despite of the existence of developed methods of analysis, planning and evaluation of enterprises activity in various spheres, the question of strategic planning of the economical efficiency of a machine-building enterprise in terms of uncertainty has not yet been exhausted.

Still remains debatable formation of economical efficiency the development of system «scenario – development strategy».

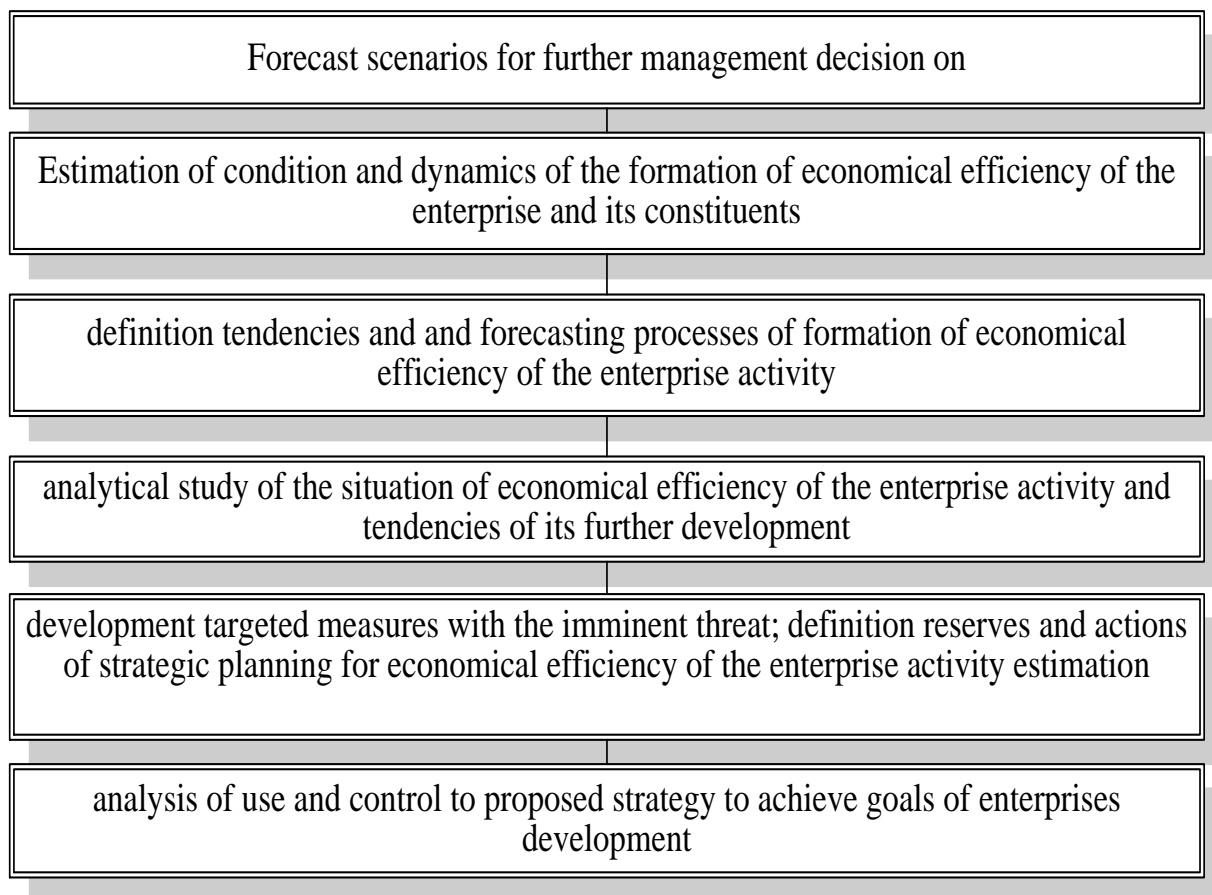
One of the methods of developing strategy for a machine-building enterprise is an economic-statistical analysis, which helps to ground the plans of activity of the enterprise are substantiated, the control over their execution is carried out, as well as reserves for ensuring the economical efficiency of the enterprise are identified [1, p. 39].

Substantiation of strategy, forecasting and prediction of socio-economic development of the enterprise requires the use of modern scientific methodical tools and, above all, methods of forecasting.

Scenario approach is a way to develop a concept for long-term planning to ensure the economic efficiency of the enterprise. The process of constructing a scenario script is realized on the basis of diagnostic analysis and is closely related to the forecasting process [3, p.73].

Forecast scenarios, which are expressed in the transformation of the content of information of the external environment condition and the economical efficiency of the enterprises activity, is shown in Fig. 1.

Choice exactly scenario approach in the process of strategic planning providing economical efficiency of the enterprise is explained a high level of uncertainty as to its internal and external environment functioning.



**Fig. 1. Components of decision-making scenarios relatively providing economical efficiency of the enterprise**

*[Developed by the author]*

Methodological approach to the provision of the economical efficiency indicator in the changeable competitive environment conditions is considered in the work [1], where the final stage is the decision of choose the options for improving of the enterprises economical efficiency based on the proposed scenarios of efficiency.

Developed approach to the formation of a system for ensuring the index of economical efficiency of a machine-building enterprise allows to makes strategic decisions to increase the efficiency of their activities.

Scenarios	effective I	low effective II	not effective III
Enterprise development strategy	maintaining the achieved level of efficiency of the enterprise and, at the same time preventing the development of the II scenario	keeping the achieved level of efficiency of the enterprise and, at the same time, preventing the development of the III scenario	increase in efficiency through the implementation of scenarios II and I, simultaneously preventing the termination of the enterprise due to the development of the III scenario
	increase of achieved level of efficiency of the enterprise	increase of achieved level of efficiency of the enterprise due to the development of the I scenario	increase of achieved level of efficiency of the enterprise due to the development of scenario II and I

**Fig. 2. Matrix «scenario – development strategy» of the enterprise**  
*[Developed by the author]*

Leaning on presented in work [1] variants of increase of economical efficiency of the enterprise on the basis of efficiency scenarios, the author developed the matrix scenario – «strategy of development».

Proposed matrix «scenario – strategy of development» of the machine-building enterprise is shown in Fig. 2

The scenario approach to ensuring development of the development strategy of the machine-building enterprise has been implemented.

The matrix «scenario – development strategy» of the machine-building enterprise was developed.

Consequently, the formation of a strategy for the development of a machine-building enterprise can ensure the achievement of its economic efficiency.

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